PEOPLE

"War is force - force to the utmost - force to make the enemy yield to our own will - to yield because they see their comrades killed or wounded - to yield because their own will is broke. War is men against men - mechanized war is still men against men. Machines are mere masses of inert metal without the men who man them."

-- Admiral Ernest J. King, Chief of Naval Operations, 1942

USS Ranger, *1943*

The primary goal of the NAE's total force strategy is to provide combat-ready Naval Aviation forces to execute the Maritime Strategy. To accomplish this goal, the NAE will continue to adopt innovative ways to attract, train, and employ its dedicated and superbly talented workforce, which is composed of active and reserve military members as well as government civilian and contract-support personnel.

The total force strategy relies on readiness and capability demand signals from the fleet to define work requirements clearly, to shape the workforce correctly, and to affect budgeting and programming decisions positively. It is a living management tool—one that is continually assessed, improved, and refined to maintain relevance and effectiveness.

The business of the Navy and Marine Corps always will be combat—and warfighter readiness is the NAE's highest priority. The total force strategy reflects the belief that Naval Aviation's competitive advantage is, and always will be, dedicated and highly talented people. The strategy creates and sustains a culture that values and recognizes each member's contributions to warfighting readiness. It provides the framework to create a productive and motivated total force that meets current readiness goals while building future capability, and its most important product, the warfighter.

Producing and Delivering Personnel Readiness

Naval Aviation engages with the Navy Total Force, Marine Corps Manpower and Reserve Affairs, and Office of Civilian Human Resources to respond to demand signals by recruiting, training, educating, and assigning officers, Sailors, Marines, and civilians and delivering the right personnel with the right skills at the right time and in the right place. This process is aligned with the *Naval Aviation Plan* and the *Marine Corps Aviation Plan*.

Production is monitored and managed by using hierarchical metrics and production alignment conferences. These tools track student aircrewmen, officers, and enlisted aviation technicians throughout the entire training process, and facilitate the adjustment of production plans to mitigate any gaps. Aircrew and enlisted technical production is routinely briefed to the NAE Air Board to ensure personnel readiness requirements are met and mitigation measures are put in place to close reported gaps.

Combat readiness is delivered by competent and technically superior Sailors, Marines, and government civilians. By developing a workforce that is competency-based, high-performing, and diverse, all members of this workforce will have opportunities to achieve their full potentials and gain the knowledge, skills, and abilities to fight and win in combat.

Tools to Measure Personnel Readiness

The Fleet Readiness Enterprise and the Navy Total Force have created a Sailor-oriented "gap analysis" program to provide metrics designed to give a more detailed look at enlisted manning. The NAE is participating in this collaborative effort with all the warfare enterprises to automate metric execution for every unit. The goal is to employ a single fleet-driven personnel readiness metric. The gap analysis program, commonly referred to as "Fit," is the metric for determining the quality of the skill plus experience levels assigned at fleet units. It will be reported in parallel to the Defense Readiness Report System's personnel figure of merit system.

The type/model/series teams also use qualified proficient technician (QPT) metrics in order to identify experience gaps at the detachment level. The QPT program is an effort to quantify experience levels and the value of an effective in-service training and qualifications process. The QPT program builds on formal pipeline training and provides a structured process for all Sailors to enhance their levels of qualification and proficiency expected for their career levels. Through monitored completion of structured personnel qualification standards, the production capacity of the workforce can be increased. As the program maturates, qualified apprentice, journeyman, and master maintainers will be readily available to deliver required readiness.

Future Personnel Readiness

Over the next decades, new type/model/series aircraft, UASs, and a new class of aircraft carrier will enter widespread use in the Navy and provide new capabilities to warfighters. The NAE total force strategy will employ innovative manpower solutions and field new ship layouts to streamline operations that size and optimize manpower requirements to deliver the mission capabilities required in the future.

As aircraft and combat systems are becoming increasingly sophisticated and technology is redefining the work that the NAE does, that work is moving ashore and providing opportunities to leverage the civilian component of the work force. Civilians currently operate UASs on board ships, repair aircraft in hangars, and perform other functions once exclusively performed by military personnel. It is anticipated that this trend will continue and that the NAE will emphasize training, educating and assigning Sailors, Marines, and civilians to deliver the readiness required in the future.

Developing and Keeping the Best

The NAE total force strategy is dedicated to delivering diverse, high-performing, and mission-focused Sailors, Marines, and government civilians by institutionalizing and sustaining a culture that fully leverages and values the warfighting contributions made by every member of the workforce. The NAE will ensure all personnel have the opportunity to achieve their full potentials and to gain the knowledge, skills, and abilities to fight and win in combat.

Retention continues to be one of Naval Aviation's most significant total force challenges. When retention levels fall, costs rise through loss of experience and technical knowledge, additional recruiting requirements, and increased training demands. The focus on retention begins with sustaining a culture that values and recognizes everyone's contribution to warfighting readiness. Both the Navy and Marine Corps will work to create an environment that is conducive to retaining a productive and motivated total force by providing challenging and rewarding career choices and recognizing the contributions and sacrifices of their people and their families.

Navy Reserve Aviation

The total force strategy fully integrates active and reserve components. Units with Commander, Naval Air Forces Reserve, serve multiple roles as fleet readiness enablers, deployed forces for combatant commander operations, and Naval Aviation's strategic reserve. Reserve units provide a trained, experienced, cost-effective, and responsive wartime capacity that can be reconstituted as needed to meet the specific demands of the active-duty fleet. When not engaged in wartime operations these forces offer a full-time operational support capability. Active-reserve integration optimizes the employment of current and future aircraft, weapons, and systems delineated in *Naval Aviation Plan 2031*.

Reserve naval aviators are an integral part of every element of Naval Aviation. Significant milestones already achieved or presently under way include: all Naval Air Reserve helicopter and maritime patrol squadrons now report directly to their active-duty type wing commanders; reserve crews provide 100 percent of the Navy's transport and heavy-lift capability; reserve *Hawkeye* crews fly 100 percent of the Navy's E-2 counter-narcotics deployments; reserve squadrons belonging to the tactical support wing provide 75 percent of the tactical adversary aircraft support required by active-duty squadrons; reserve *Prowler* crews deploy regularly to Afghanistan and Iraq; reserve helicopter squadrons provide a range of operational support capabilities to the fleet, from counter-narcotics operations to flying combat missions; and approximately 20 percent of all Training Command and fleet replacement squadron sorties are flown with reserve instructors.

The Naval Air Reserve offers resources and support at reduced cost, delivers readiness capability to the fleet, provides surge capabilities for wartime and contingency operations, and eases the strain on active-duty personnel engaged in high-tempo operations. The advantages of a well-supported and capable Navy Reserve force are numerous, offering the operational and organizational flexibility required to support fleet requirements.

Marine Reserve Aviation

The 4th Marine Aircraft Wing augments active operating forces with aviation capabilities required to conduct the six functions of Marine Corps Aviation: air reconnaissance, anti-air warfare, assault support, control of aircraft and missiles, electronic warfare, and offensive air support. In this capacity, the 4th Maine Aircraft Wing augments fixed- and rotary-wing platforms as well as ground support and aviation command and control tactical agencies.

Active-component support from the 4th Marine Aircraft Wing is far reaching. In support of Operation *Iraqi Freedom*, 90 percent of the wing's total assets were integrated with active forces during various rotations. In addition, the wing's rotary-wing assets augmented the Fleet Marine Force with assault support capabilities during Operation *Enduring Freedom*. All of the wing's rotary-wing and refueling squadrons have been mobilized for at least two years, and seven of eight squadrons have participated in at least two deployments. One of three strike-fighter squadrons has been mobilized for one year and participated in one deployment.

Resources and real-world flight experience from the 4th Marine Aircraft Wing also are being dedicated to the future of Naval Aviation. Marine Reserve pilots are assigned to the Chief of Naval Air Training as flight instructors under the Marine Corps Reserve flight instructor program. Units of the wing also provide seasoned aviators in direct support of fleet replacement squadron training. The 4th Marine Aircraft Wing is a valuable component of the Marine Corps Total Force and provides selected Marine Corps Reserve aviation units or individual augmentees to active Marine operating forces.

Right-Sizing the Marine Corps

The Marine Corps must continue to plan for a wide range of contingencies. Updated guidance on force development directs the Defense Department to prepare to support operations in multiple theaters, during overlapping time frames, and for the full range of missions. This means the demand for MAGTF capabilities will probably remain at or about current levels in the near- to mid-term. Key planning factors are: achieving an active component deployment-to-dwell ratio of at least one-to-two for sustained combat operations and at least one-to-three during "normal" operations; and developing three balanced Marine expeditionary forces.

It will be necessary to expand support capacity in several areas, such as helping force commanders to accelerate the establishment of and increase the effectiveness of their headquarters, as well as improving the ability to control the integrated employment of air, land, maritime, and information capabilities in pursuit of campaign objectives. These capabilities are necessary for security force assistance, counterinsurgency, and stability operations. In addition, rapid growth in our intelligence-collection assets requires an increase in the intelligence support necessary for processing, exploitation, and dissemination. Also, the increasing importance of controlling the electromagnetic and information spectra requires that the Marine Corps expand its capabilities to dominate cyberspace.